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BACKGROUND OF CAREER SERVICE PROGRAM

Excerpt from remarks made by Mr. Kirkpatrick at the  
CIA Career Service Conference, 3 August 1954.

MR. KIRKPATRICK: This is the background of the career service program. In a space of about 20 minutes I am going to try to explain to you what has been going on in the past three years, three years of work that is graphically represented by these original-copy files which you see piled in front of 25X1A and General Cabell.

In September 1951 a Career Service Committee was formed to study the problems of the establishment of a career corps within the Central Intelligence Agency. This Committee was composed of four persons, an Assistant Director from the Clandestine Services, an Assistant Director from the Intelligence side of the house, the Assistant Director for Personnel, and the Director of Training. From October 1951 until June 1952 this particular group had 28 meetings at which these problems were thrashed over.

Now some of these background problems are extremely complex and extremely difficult ones. General Cabell has mentioned one of the most controversial, that is, whether there should be established a commissioned corps, and by "commissioned" we mean a Congressional commission which would be signed by the President, or whether we should maintain the present system whereby the Director can make appointments. After weighing all factors it became obvious that it was greatly to our advantage to retain the present flexibility which we have.

A second major problem was that of obligation. Should CIA ask its personnel to accept an obligation to the Agency, or should CIA simply

SECRET

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maintain the present system where any of us can leave tomorrow. This was extremely controversial. It divided almost along party lines, one might say, because one side of the Agency felt quite strongly on the subject, and the other side of the Agency initially did not feel so strongly, but ultimately came around.

The problem of creating a career service system in CIA is a problem where you have individuals all the way from typesetters and typists to war planners and clandestine operators; individuals who are almost completely overt in their activities to individuals operating in the highest degree of secrecy; an organization which handles everything from machetes and machine guns to multigraph machines, and from a piece of paper the importance of which is not terribly great, to one which may mean the difference between war and peace as we know it today. Consequently, one of the most important problems was: Did we want ONE career service for all of the Central Intelligence Agency, or should we have a group of associated career services? Examining not only our internal complexities but also the status of the organization in the National Intelligence structure, and its existence in the world today with other intelligence services, the answer was a categorical "yes" in favor of ONE intelligence service encompassing all personnel within the Agency.

Now this initial group of the Career Service Committee which met in 1951 and 1952 set up under it eight task forces. If you look at the pile of documents on the bottom of this stack, those are the reports of those task forces. To give you an example of the work done by these groups, the working group on trainees - that is, what should we do about trainees and

SECRET

what type of training should they get? - met 18 times before it finally wrote its report. The group on employee rating - by that we mean the Personnel Evaluation Report or Fitness Report - met 16 times. The study group on rotation - rotation between different components, how it should be handled and how it should work - met 16 times. The group on the personnel development program, how can we best assist individuals to make themselves the finest intelligence personnel in the world - met some 10 times. The group on selection criteria - what are the criteria by which professional personnel and other personnel within CIA should be selected: (a) when they enter the Agency; (b) when they pass their trial period; (c) when they go from their provisional period into cadre career personnel - that group met 13 times. The group on extension training met some 12 times. And the group on career benefits met 20 times. These groups, I might add, were composed of individuals at the level of staff and division chief, and they put many long, hard hours into this task.

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When the Career Service Committee submitted its report in June of 1952, [REDACTED] was issued which set up the CIA Career Service Board, which has now been in existence slightly over two years. During this period this Board has met 35 times, and it has worked out the final details of what is this career program which is being launched today.

Now some of these task forces which I mentioned under the former Committee, continued their work, and I want to mention several of them, in passing. For example, the Honor Awards group continued its work, and in the course of 1953 the President approved the National Security Medal, which is the highest award which can be given for intelligence service, not only intelligence service within CIA but intelligence service anywhere in the

SECRET

SECRET

Government. A legislative task force sat down to what was probably the hardest task of any of these groups, inasmuch as it was their job to come up and tell us what legislation we required, whether we should go after that legislation in one package or whether we should get the legislation through riding in on other Bills that would be passed for other departments in the Government. The Legislative Task Force report is part of that group on the lower table, the second echelon of reports. It is a job which we feel now is practically completed. We don't think it will have to be done again. It tells us exactly what type of legislation we need to get the additional benefits which we feel that career employees in this Agency must have. Certain of these measures we will get during the present session of Congress. Other measures we may go after in the form of a career Bill, but more likely by riding on other Bills which will be passed either in this session or the next session of the Congress. Some of these benefits, to mention just a few, would be accelerated retirement for different types of service such as hazardous service, service in difficult climates, service beyond the call of duty, that is, extraordinary service, etc. We need benefits for our people overseas in the form of financial assistance for the schooling of dependents where there are no American schools. We need financial assistance for dependents overseas for medical attention. Some of our individuals in hardship posts have had to fly members of their family or be flown out themselves to hospitals some distance away, and it puts a financial hardship upon those individuals.

*what did they seek to do?*

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The Career Board during the last year noted two problems within the Agency which it felt needed special attention by task forces. The first was the problem of junior personnel. Were they able to make their careers?

*fiscal answer given?*

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Were they able to develop their careers in consonance with the best of career programs, or did they have particular problems. A task force was constituted on that and rendered a very excellent report. Secondly, the question has been raised quite often at orientation courses held in this same room, as to whether women could make a career in CIA, as to whether there was discrimination against women, and as to whether they could rise to the highest professional levels. So a group of women from the Agency sat down and studied this problem over a period of several months. Their recommendations have been exceedingly valuable on this problem.

when?  
what?

when?

Then, a hazardous duty group studied the various types of hazardous duty which Agency employees must face, and made recommendations which fitted into the Legislative Task Force work as to the type of protection we should have for those individuals who were called on to serve in positions of great hazard.

And then, one which I think this CIA Career Service Board of the last year can take particular pride in, was the work done by the Insurance Task Force under Mr. <sup>25X1A</sup> [REDACTED]. The problem given to that task force when it started was this: We have people who are called upon at the drop of a hat to fly anyplace in the world, to go into strange areas, to be exposed to strange diseases, to be exposed to dangerous injuries. How can we protect them best? I think you all know that under the present system under which we exist we are all subject to the Bureau of Employment Compensation and the interpretation of line-of-duty illness or line-of-duty injury. This Insurance Task Force went to work after clearing some actuaries from the top insurance consulting firms and companies of the country. The actuaries studied the actuarial basis on which CIA employees could be insured on a group basis.

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SECRET

Their report has been completed and you will be given copies when you leave here today as to exactly what it means to you. In the simplest terms, it means you can buy the cheapest group insurance that is available. This group insurance is sold on two different bases: one is straight life on which you get the double indemnity clause, and the second is health and accident insurance. For a very small outlay per month you can insure yourself and your family so that most of these basic hazards which I have mentioned can be taken care of. Some of you may have read in some of the recent Government columns that the Congress is now acting on a proposal which came from the White House on the same subject. Without bragging too much, our proposal is much better. You get a much better form of insurance at a much lower cost. In fact, there is no other form of group insurance that we have been able to discover which would give you the same benefits. And you will be urged to cover yourself by this form of protection.

A task force met on the extremely difficult and highly controversial subject of promotion. <sup>25X1A</sup> [REDACTED] is going to deal with that subject at greater length in his words to you later, but here again was a subject on which, for the last three years at least, this Agency has been acting practically on a different basis in every office. We now have a standard promotion Regulation. I think it is highly equitable. The only aspect of it I want to mention is that once you enter the zone of consideration you are considered for promotion automatically every year. It is a feature embodied in some of the military programs, and we consider it to be a very important one here. *what is a zone of consid-  
of consid-  
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been  
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Then another task force met on the subject of overseas rotation planning. Those of you from the DD/P area, and also from the Office of Communications, know how important it is when stationed overseas to have some

SECRET

SECRET

inkling of what your assignment is going to be when you return to this country. I think I can confidently predict that within a matter of weeks, months at the most, this Agency will be advising every employee overseas of what his next contemplated assignment is, and giving him the opportunity to either accept or to indicate that he might have some personal or professional objection to the assignment and ask for a reconsideration. I think this is a tremendous step forward as far as the career service program is concerned.

25X1A

And then, a task force met on another subject which [REDACTED] will go into great detail on, and that is the subject of the Fitness Report. We noted from the questions that came in in advance of this meeting that there is considerable confusion and a lot of misunderstanding on the use of the Personnel Evaluation Report, and also of the new Fitness Report which will shortly be issued.

And then, finally, a special task force met on a career development program for junior personnel. Many of you have probably seen the Notice which has been issued in recent weeks indicating a new system for career development of junior personnel in which junior officer trainees will not only be selected from outside the Agency and brought in as they graduate from college or complete their military service, but junior officer personnel will be selected from within the Agency in certain age groups and grade ranges which are determined to be junior officer personnel. I might just say one word of caution in this connection. The individuals selected for this type of training are individuals who, in the opinion of their supervisors, the Office of Training and the Office of Personnel, are potential executives of this Agency. This program, to my mind, is an extremely

SECRET

SECRET

important one to those of us who have been in the Agency 10 or 12 years and who in maybe another 10 or 15 are going to be stepping out, that we have an echelon of junior personnel with long service who have been brought up through the grades, with broad Agency experience, and can step into the shoes of those of us who will be retiring.

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